



CEPOL 2016 Research and Science Conference

GLOBAL TRENDS IN LAW ENFORCEMENT TRAINING AND EDUCATION

Between the Military and the Police:

PSP and GNR Officers' attitudes to Public Administration Policies

5th – 7th October 2016

National University of Public Service
Budapest, Hungary

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AGENDA



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1. Context

2. Research Methodology

3. Results & Discussion

4. Conclusions



1. Context

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What are the attitudes of GNR and PSP officers towards changes brought about by the reform and restructuring process that these institutions underwent within the framework of on-going reforms in Public Administration?

Lack of studies on police reforms

No studies on the attitudes of Security Forces personnel

**Justifications
Motivations**

Increase knowledge about Security Forces

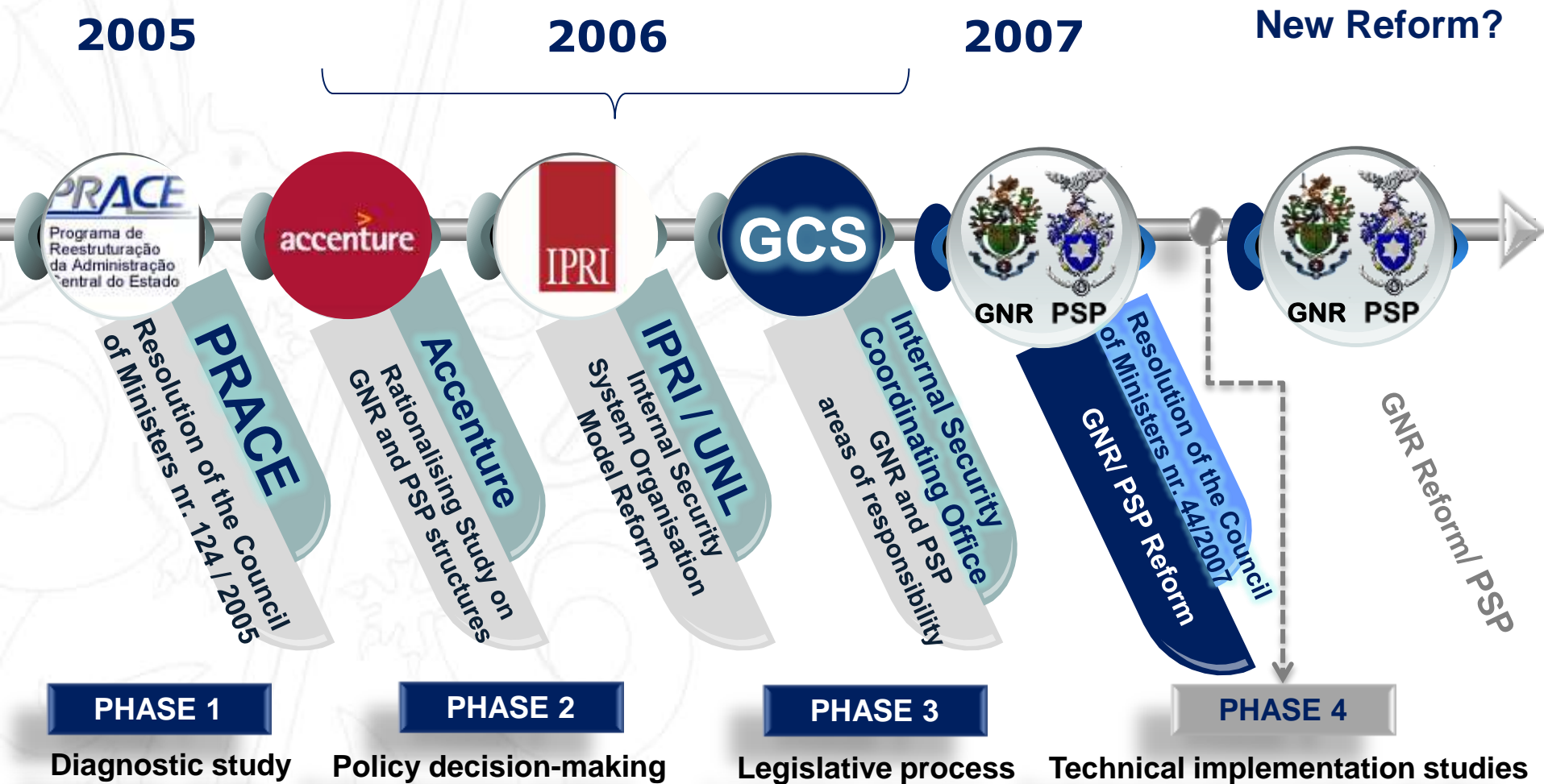
New reform of the Security Forces is scheduled



1. Context

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Public Administration Reform to the Security Forces' Reform





1. Context

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Defining the Object of Study





1. Context

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Defining the Object of Study



**POLICE FORCES FOCUSED ON COMPLYING FULLY WITH THE BASIC DUTIES OF
THE INTERNAL SECURITY SYSTEM**

PREVENTION, PUBLIC ORDER, CRIMINAL INVESTIGATION AND INTELLIGENCE



1. Context

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Explore and discover an organizational area which is understudied in Portugal

Analyse the attitudes of GNR and PSP officers towards the changes brought about by the reform and restructuring process

Goals

Increase and update knowledge about Portuguese police forces



2. Research Methodology

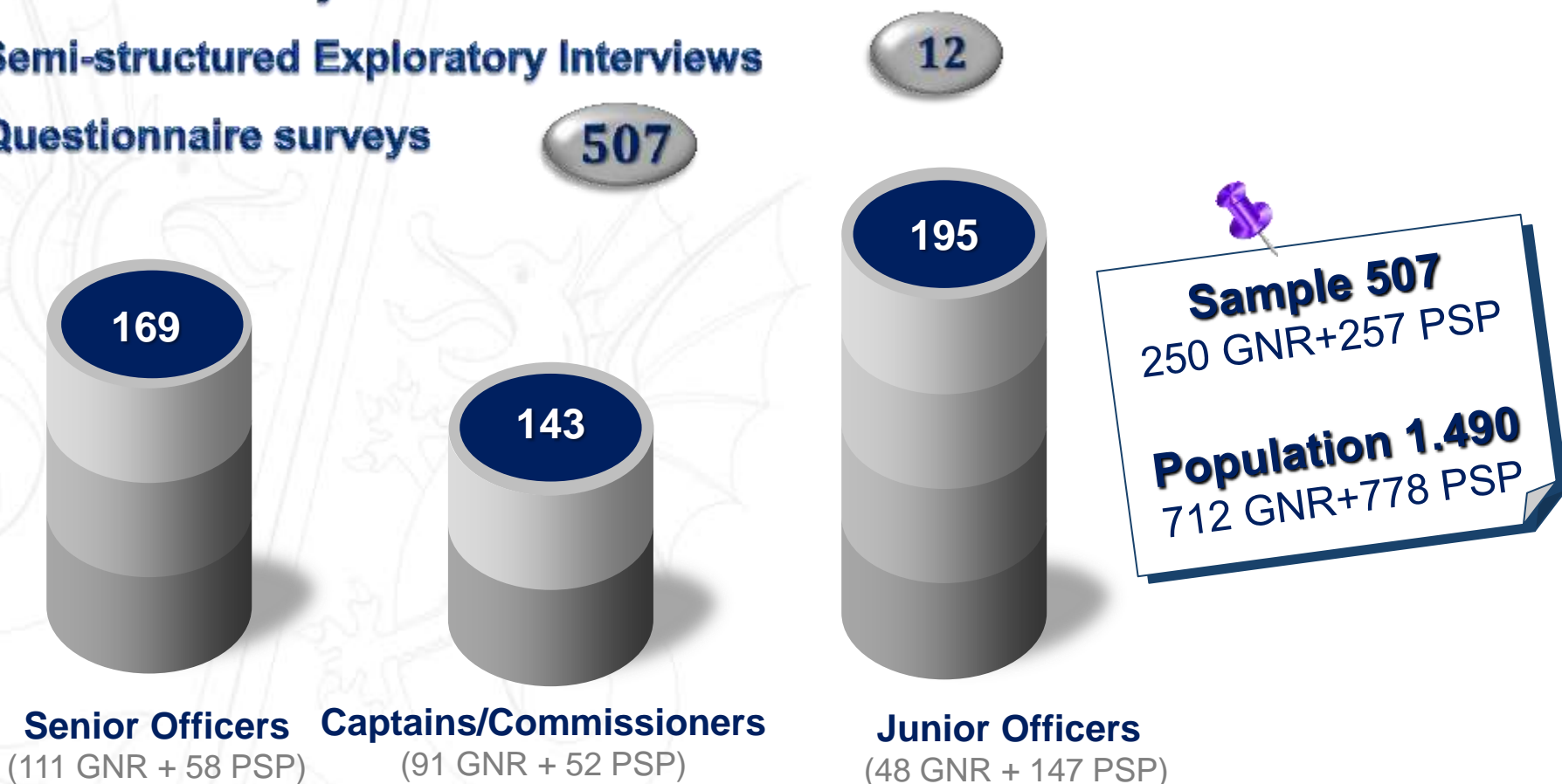
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Research strategy: quantitative research

Documental analysis

Semi-structured Exploratory Interviews

Questionnaire surveys



Proportionate Stratified Sample



2. Research Methodology



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Proportionate Stratified Sample

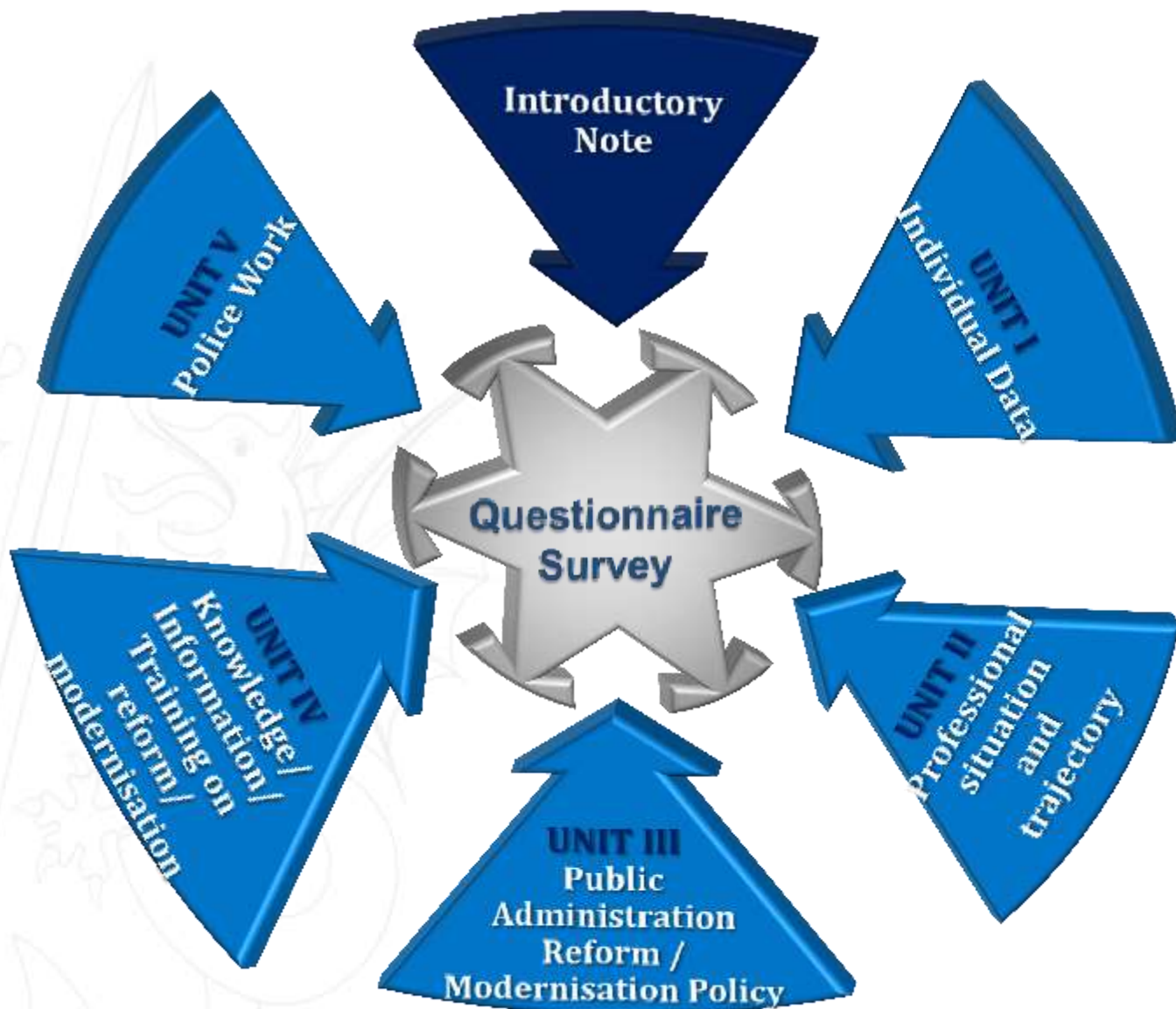
Police Forces			Police Officers Population 2010		Stratum Weight		Sample Size	
Ranks	GNR (Military Status)	PSP (Civilian Force)	GNR	PSP	GNR	PSP	GNR	PSP
	Colonel (OF-05)	Superintendent	58	31	0,08	0,04	20	10
	Lieutenant Colonel (OF-04)	Intendant	165	34	0,23	0,04	58	11
	Major (OF – 03)	Sub-intendent	95	112	0,13	0,14	33	37
	Captain (OF -02)	Commissioner	258	157	0,36	0,20	91	52
	Lieutenant (OF -01)	Sub-commissioner	99	444	0,14	0,57	35	147
	Second Lieutenant (OF-01)	---	37	-	0,05	-	13	-
Total			712	778	1,00	1,00	250	257



2. Research Methodology

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UNITS Questionnaire survey

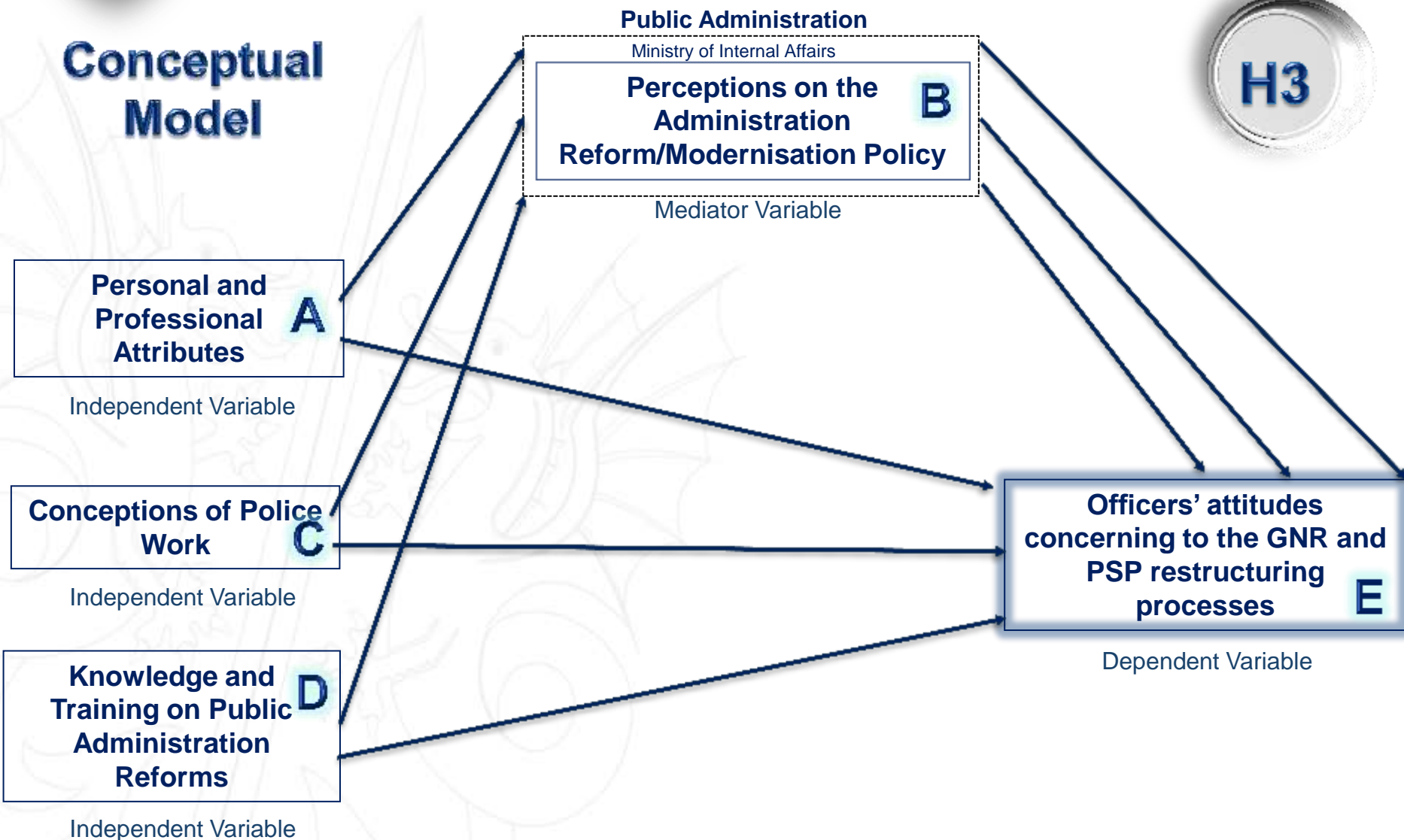




2. Research Methodology

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Conceptual Model





2. Research Methodology



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H1

The GNR and PSP Officers' perception on the administration reform/modernisation policy **plays a mediation role** on the relationship between the **personal and professional attributes of the Officers** and their attitudes concerning to the GNR and PSP restructuring processes.

H2

The GNR and PSP Officers' perception on the administration reform/modernisation policy **plays a mediation role** on the relationship between **knowledge and training on public administration reforms** and the Officers' attitudes concerning to the GNR and PSP restructuring processes.

H3

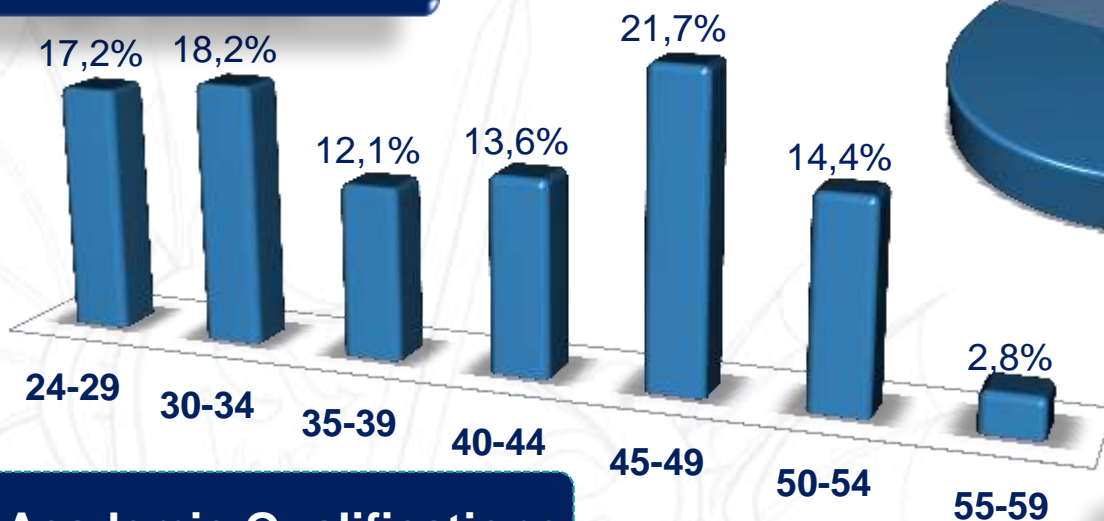
The GNR and PSP Officers' perception on the administration reform/modernisation policy **plays a mediation role** on the relationship between **conceptions of police work** and the Officers' attitudes concerning to the GNR and PSP restructuring processes.



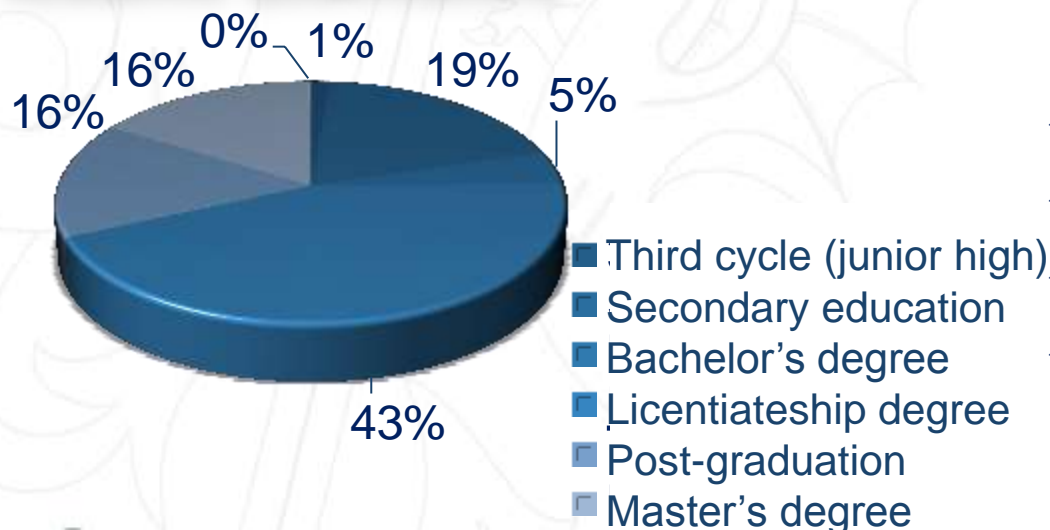
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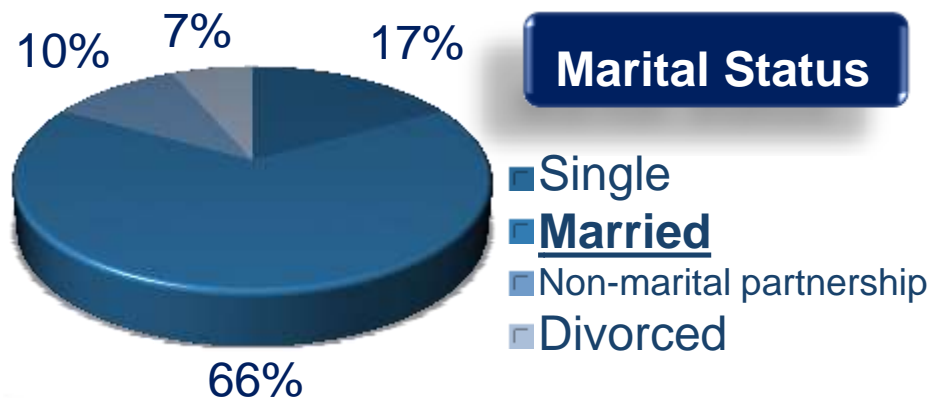
Age Groups



Academic Qualifications



Marital Status



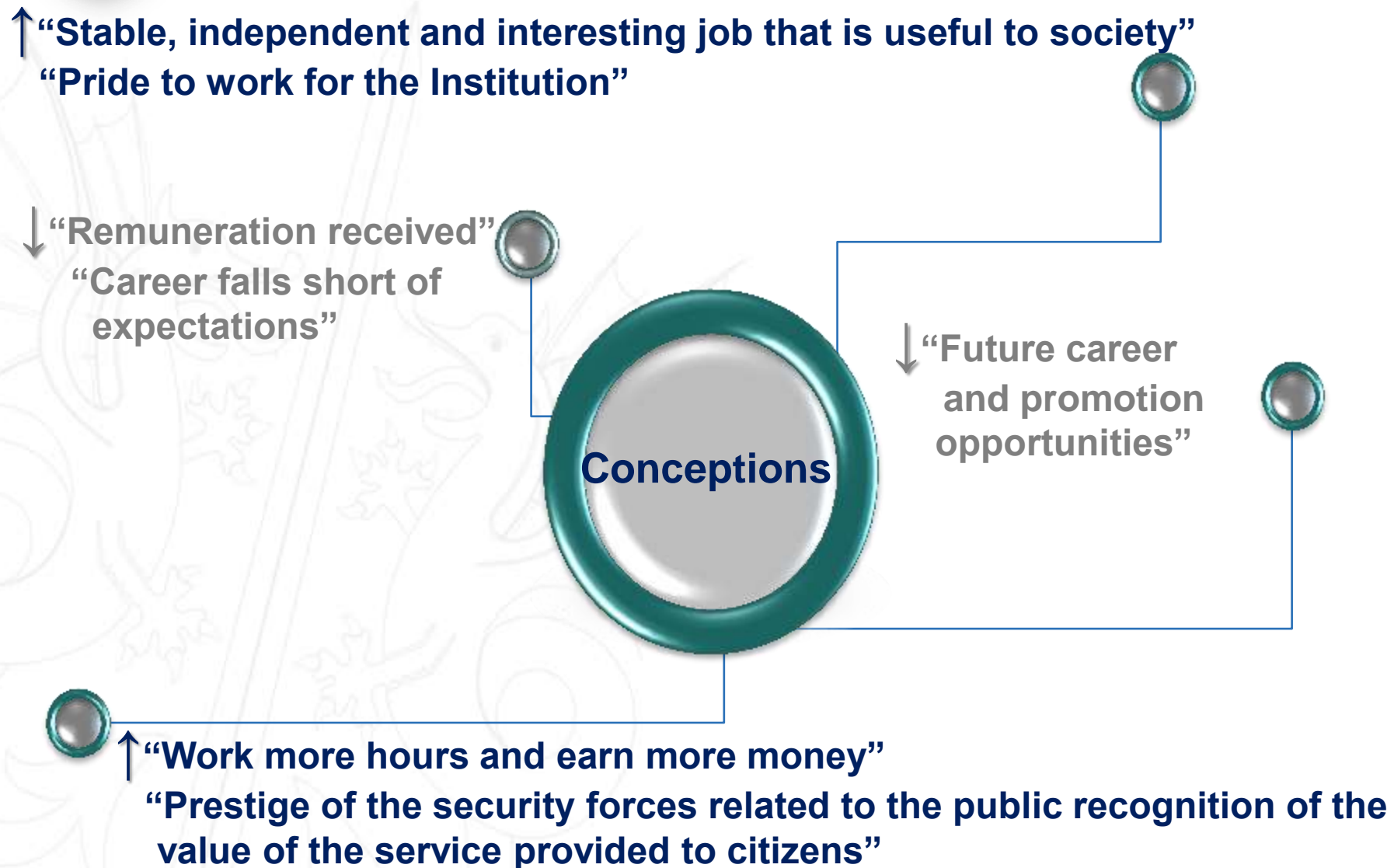
Main Professional Functions

- ✓ **Command: 57,8%**
- ✓ **Directorate or Chieftaincy: 19,7%**
- ✓ **General Staff/ Advisory/Supervision: 14,2%**
- ✓ **Inspection/Enforcement/Teaching: 8,3%**



3. Results & Discussion

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3. Results & Discussion

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Degree of satisfaction with the profession

	N	Min.	Max.	Mean	SD
Global	506	1	10	6,70	1,661
GNR	248	1	10	6,92	1,499
PSP	257	1	10	6,50	1,783



3. Results & Discussion



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Knowledge

- Activity carried out by the public administration **is in average effective**
- **Low participation in Ministry of internal affairs simplification activities** (last 3 years)

Training

- **Low participation in training initiatives and conferences** on Public Administration Reform (PAR)
- The majority consider it necessary to undergo **further complementary vocational training**

PAR

PAR – Public Administration Reform



3. Results & Discussion



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- Internal Level – Social Portals/
Restructuring of official websites

- New Policing Programmes
On-line interaction

**Simplification and
reducing bureaucracy
measures**

EFFECTS

**GNR and PSP
Functioning**

- External Level – simplification and
democratisation of access

- Effects produced fall far
short of the intended



3. Results & Discussion



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- Variable similarities – integration/ specialisation/ standardisation/ formalisation/ centralisation and configuration

- Low activity structure
high authority concentration

**Security Forces
restructuring process**

EFFECTS

**GNR and PSP
Functioning**

- More mechanistic structural configurations

- In general, more similarities than differences in the organisational design



3. Results & Discussion

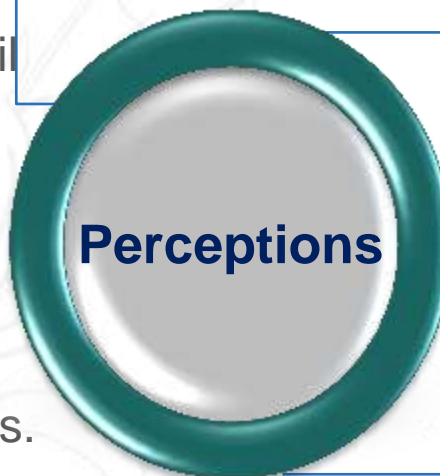
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Officers consider themselves **averagely aware** of the simplification and debureaucratization measures implemented by MAI.

↑ Social portals and electronic management system of documents seized from citizens.

No effect:

- Reduction of the number of civil servants;
- Replacement of the traditional remuneration system by performance based salary;
- Employee performance assessment by external entities.



Perceptions

↓ **Probable obstacles public administration modernisation**

- (On average identify)
- Lack of political will;
 - Financial costs of reforms.

↑ **Number of positive assessments** (on average):

- Computerisation of services;
- Simplification of communication and procedures;
- Coordination/communication among public administration bodies.



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The implemented measures that benefit the people polled concern:

- ↑ Occupational independence;
- ↑ Occupational safety/stability.

Perceptions

↓ Measures with more negative effects

- GNR and PSP retirement regime reform.

↑ Common measures considered with more positive effects:

- Creation of shared services common to the two forces;
- Proper articulation of areas of responsibility.

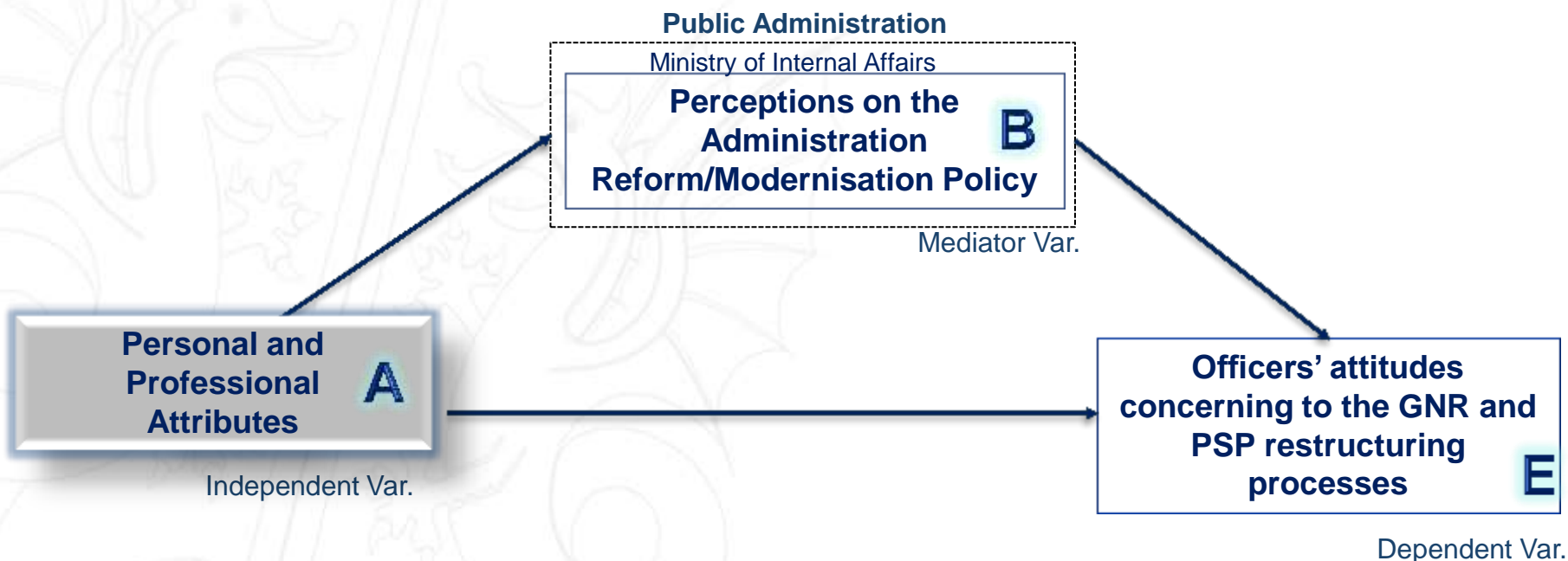


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Mediation Models

In order to test the mediation model we followed **Baron and Kenny's (1986)** three-step procedure



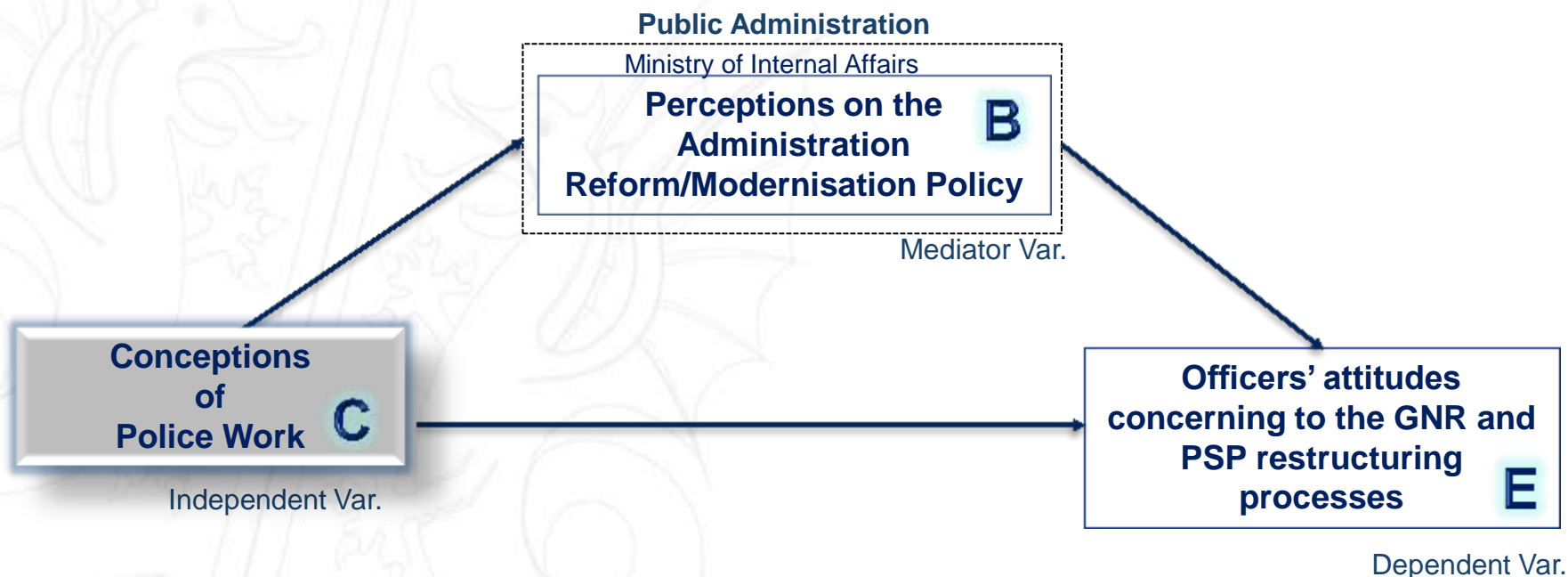


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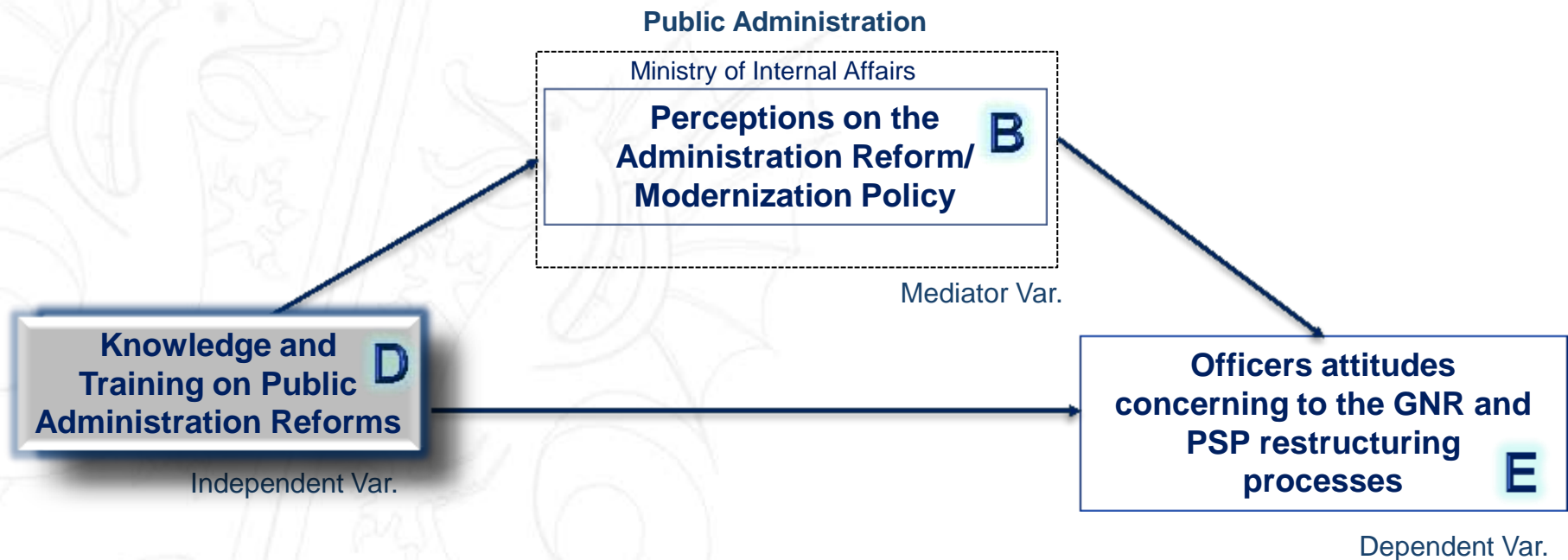


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Mediation Models

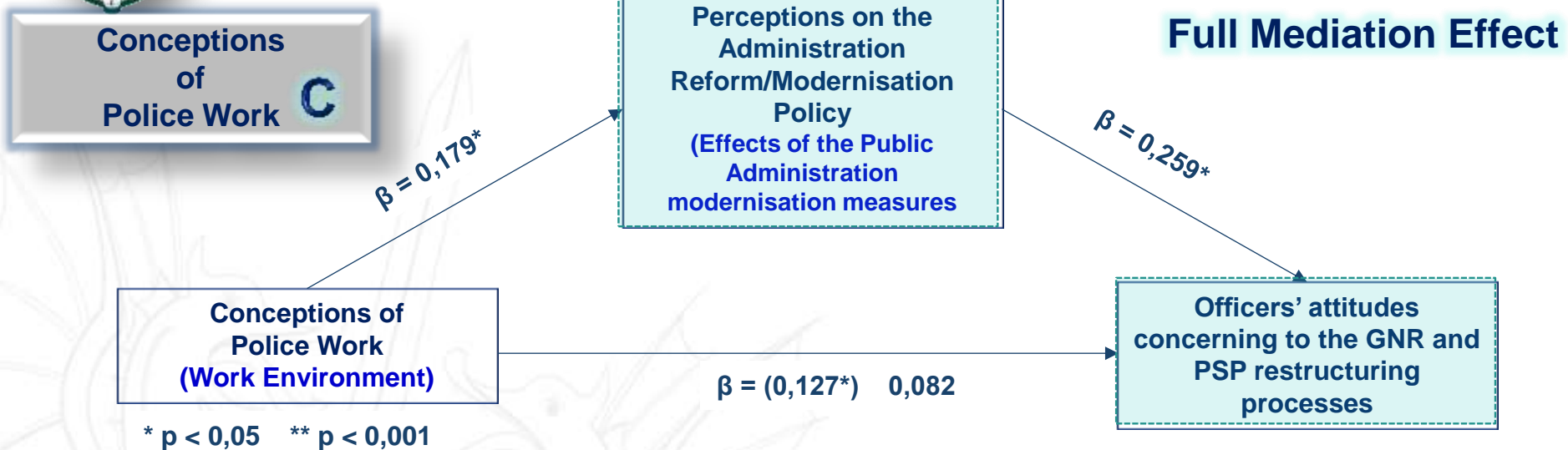
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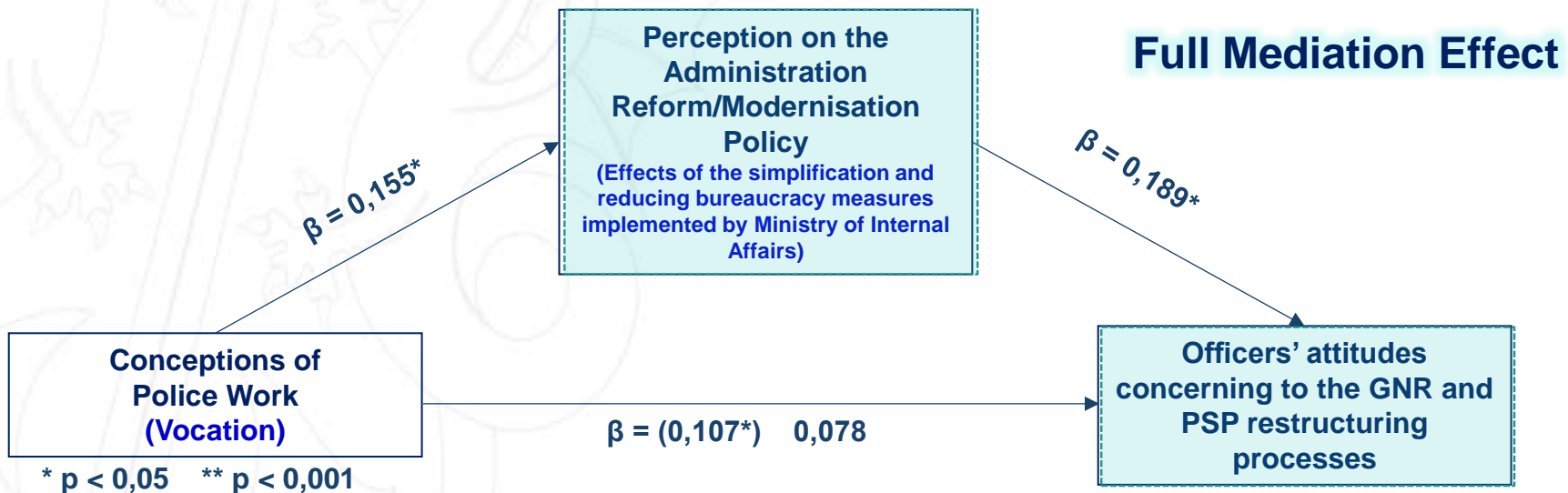


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The results show that... They have a positive effective...

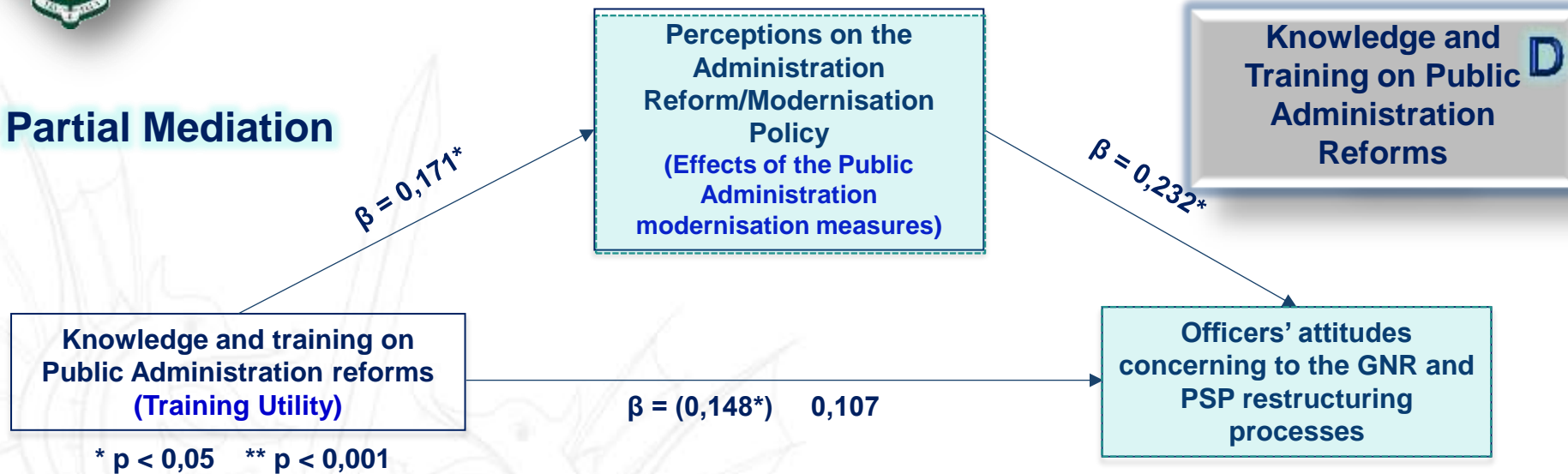




3. Results & Discussion

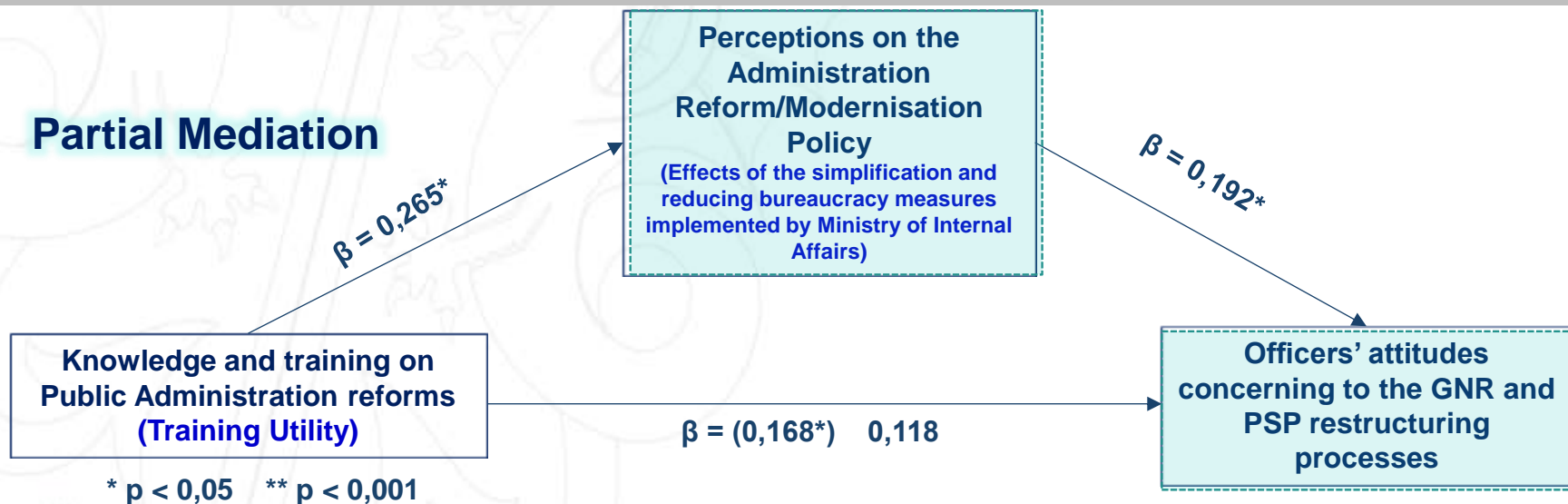
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Partial Mediation



The results show that... They have a positive effective...

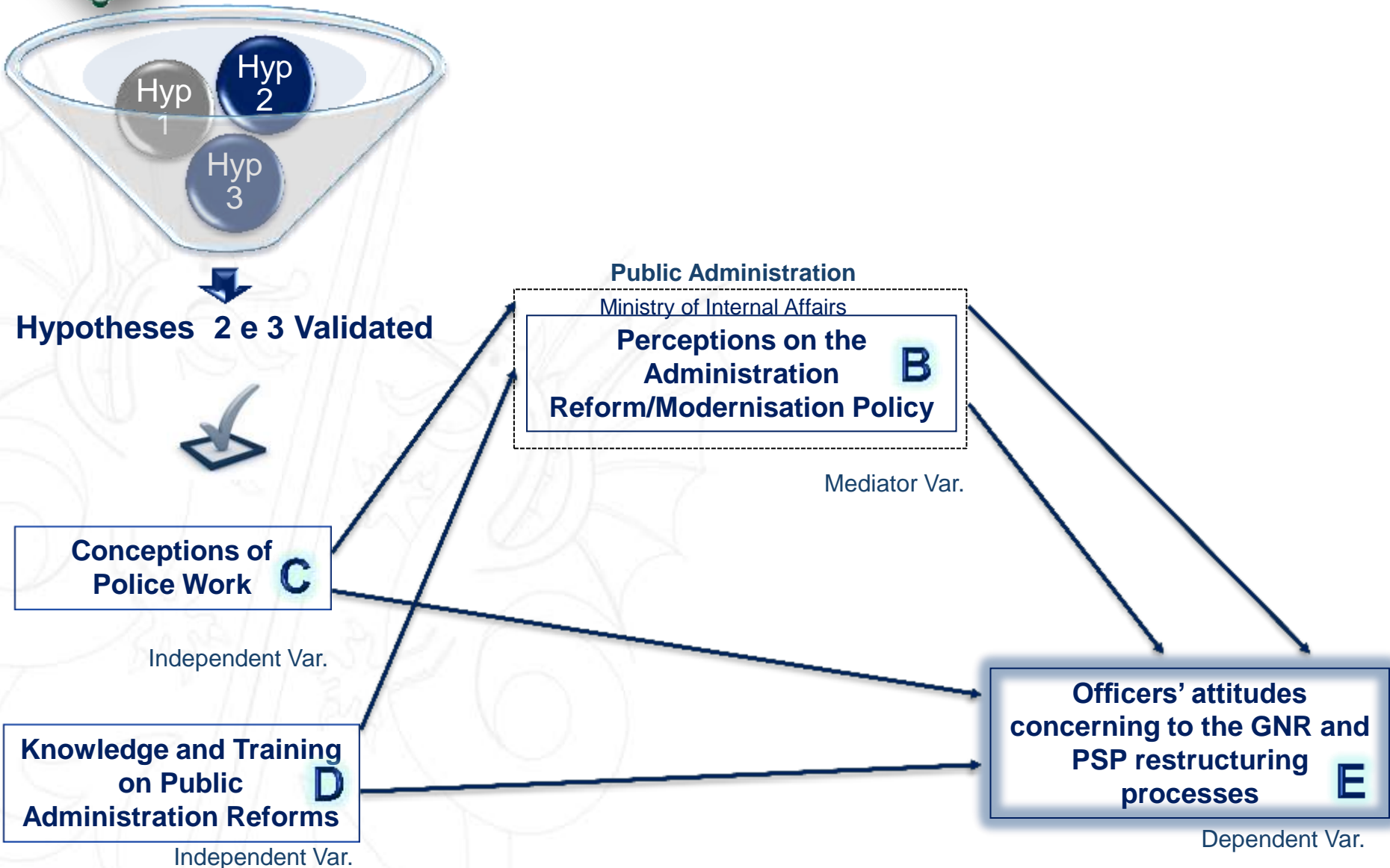
Partial Mediation





3. Results & Discussion






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4. Conclusions

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-  The 2007 Reform did not attain the final status desired
-  Ambiguities and overlapping of the Security Forces' responsibilities
-  Rationalisation of structures and management of means
-  Organisational change resulted from external factors to the Security Forces
-  Adaptive responses by both organisations



4. Conclusions

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Logic of cost reduction/organisational cultures



Resistance to reform/changes imposed by law



Release of staff/civilian work posts and closure of military posts/police stations



Insufficient translation of proposals in legislative measures



Stable structure of Officers' opinions and behaviours



4. Conclusions

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POLICY

(Strategic Vision/ Definition of the Implementation Model)

2007/2008
Reform



New Reform?



DIMENSIONS

ORGANISATIONAL

(Dimension/multidisciplinary/
implementation/monitoring)

HUMAN

Decision-maker/
Techno-structure/Credibility)